



WFP Office of Evaluation (OE)
Haiti Country Portfolio Evaluation (2005 -2010)

Terms of Reference

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1. Background

1.A. Introduction

1. Country Portfolio Evaluations (CPE) encompass the entirety of WFP's programme-related activities during a specific period. They evaluate the performance and results of the portfolio as a whole and provide evaluative insights to make evidence-based strategic decisions about positioning WFP in a country, strategic partnerships, operations design and implementation.

2. The purpose of these terms of reference (TOR) is to provide key information to stakeholders about the proposed evaluation, to guide the evaluation team and specify expectations during the various phases of the evaluation. The TOR are structured as follows: Chapter 1 provides information on the context; Chapter 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Chapter 3 presents the WFP portfolio and defines the scope of the evaluation; Chapter 4 identifies the key issues; Chapter 5 spells out the evaluation approach; and Chapter 6 indicates how the evaluation will be organized. The annexes provide additional information on bibliography and reporting templates.

1.B. Country Context¹

3. Haiti has endured political instability, chronic challenges in governance and the highest levels of poverty in the Western Hemisphere (UNDP, Transparency International 2009, Rice and Patrick 2008). According to several indexes measuring states' fragility, Haiti performs particularly poorly, ranking twelfth out of 177 countries in the Failed States Index (Fund for Peace 2009) and 129th of 141 countries according to the Index of State Weakness in the Developing World (Rice and Patrick 2008)².

4. **Poverty:** Haiti ranks 149th of 182 countries on the United Nations Development Programme Human Development Index³.

5. 76% of Haitians lived on less than USD2 per day in 2005, a 16.9% increase in five years from 65%⁴.

6. Despite falling by 5% between 1990 and 2001, the proportion of the population living on less than USD1 a day, increased from 54% (2001) to 56% (2005). As one of the MDGs, this indicator is supposed to reach a level of 28.4% by 2015, i.e. a reduction of 49%. Haiti has the highest poverty rate in Latin America and the Caribbean⁵.

7. **Food Availability:** Haiti remains a food deficit country. It relies heavily on imported food – 48 % of national consumed food is imported, 47 % is produced locally while food assistance fills 5 % of the national needs⁶. Agriculture activities are geared towards households food consumption and are done on a small scale. Land plots are generally small and households have little equipment. The farming activities are heavily dependent on climatic conditions, and often affected by crop diseases.

8. This limited national food production capacity and the dependency on food imports combined with the lack of basic social services, vulnerability to natural disasters, the socio-political instability, violence and insecurity in poor urban areas and widespread poverty contribute to food insecurity, by restricting the availability of food and hampering households' access to food⁷.

9. **Food access:** About 68 % of food items consumed by rural households are bought on the market. Despite that many rural households are farmers; most of them do not produce enough to cover their needs. Access to food is thus determined by households' income. Food expenditure represents about 59 % of households' spending. About 75 % of rural households have farming activities. However, the cash income generated accounts only for 26 % of their total cash income. The rest of their income comes from other activities such as livestock rearing (poultry and goats), transfers from other households and remittances, non-agricultural wage labour. The sale of charcoal is the main source of income for 9% of the rural population. About 20% of households live only from their agricultural activities, representing 90 % of their income. This group of households has the lowest income⁸.

¹ From "Haiti Earthquake Response, context analysis", ALNAP, (2010)

² More details on the background to the political, economic and social context of Haiti in section two of the Haiti Earthquake Response, political context.

³ Human Development Report 2009

⁴ Haiti: Poverty Reduction Strategy Paper progress report, IMF, 2009

⁵ Haiti: Poverty Reduction Strategy Paper progress report, IMF, 2009

⁶ WFP Haiti country Overview (<http://www.wfp.org/countries/haiti>)

⁷ WFP Haiti CFSVA 2007/2008

⁸ WFP Haiti CFSVA 2007/2008

10. Urban populations are highly dependent on markets⁹ for acquiring food and are vulnerable to market perturbations due to natural disaster and/or to grain and petrol price fluctuations, in particular low income households.
11. The Haitian rural population is young and suffers from lack of employment opportunities, poor access to social and health services and insufficient and inadequate offer of education. Women are more affected by unemployment; especially women from the poorest households are most often economically inactive.
12. **Nutrition:** One third of newborn babies are born underweight. Acute undernutrition among children under 5 is 9%. Chronic undernutrition is 24%. 50% of pregnant women and two thirds of children under 5 are affected by anemia. It is estimated that more than 2.4 million people in Haiti are food-insecure. National surveys show that 72% of children aged 6–12 in rural areas suffer from iodine deficiency; 32% of school-age children are infected by intestinal parasites. It is estimated that cognitive development of almost 30,000 babies is affected because their mothers suffered from iodine deficiency during pregnancy¹⁰.
13. The proportion of children underweight augmented¹¹ from 17.3% in 2000 to 22.2% in 2006, leaving a large gap to be bridged to meet the 2015 target of 13.4%
14. **Health:** Despite some reduction from 5.5% (2000) to 2.2% (2006)¹², the HIV rate remains the highest in the region. It is slightly higher for women than for men, with marked geographical differences. The epidemic represents a public health problem and is part of the government priorities listed in its Poverty Reduction Strategy Paper (PRSP). Tuberculosis (TB) has re-emerged together with HIV, because the two pathologies are linked: 32% of HIV/AIDS patients are also infected with TB¹³.
15. As of 3 November, the Haitian Ministry of Public Health and Population (MSPP) reported 6 742 cholera cases including 442 deaths. The departments where confirmed cases have been reported include Artibonite, Centre, Nord, Nord-Ouest, and Ouest. In response to the outbreak, WFP has been distributing ready-to-eat meals and High Energy Biscuits at hospitals in Saint-Marc, Mirebalais and Lascahobas.
16. **Natural disasters** have only worsened Haiti's plight. Haiti is situated in the path of storms and hurricanes and is, after Cuba, the country in the region most at risk from natural disasters; tropical storms and hurricanes are becoming more frequent. Environmental degradation, endemic poverty and weakened survival mechanisms because of the political, socio-economic and climatic shocks suffered over the past few decades make the country particularly vulnerable.
17. On 18 September 2004 the tropical storm Jeanne left a path of devastation in the western coastal areas of Haiti, particularly in the city of Gonaïves. Nearly 300,000 people were affected by the flooding and rains. Death toll reached some 3,000, more than 4,500 houses were destroyed, dead livestock contaminated water supplies, edible food was in scarce supply, crops were wiped out, access to the city was treacherous at best, and security was non-existent. An estimated 35,000 homes in Gonaïves were affected with nearly 5,000 destroyed or damaged. Almost all the city's 397 elementary and 54 secondary schools were damaged and closed. Gonaïves' hospital was damaged and closed down indefinitely, and health care made available primarily through small health centers. With the entire watershed already denuded because of deforestation, an estimated 70 percent of the region's agricultural areas were damaged.
18. During the 2008 hurricane season, severe storms devastated more than 70 % of Haiti's agriculture and most of its roads, bridges and other infrastructure, creating pockets of severe malnutrition and killing 800 people. Nearly all agricultural land was flooded, resulting in the loss of the corn, bean and banana harvest, 800 people were killed and 3.3 million people were left in need of food support.
19. More recently, the earthquake that hit Haiti on 12 January 2010 killed more than 200,000 people, injured 300,000 and left over one million homeless. With its epicentre only ten kilometres below the surface and close to the urban centres of Port-au-Prince, Leogane and Jacmel, the earthquake was the most powerful the country had experienced in 200 years. In response, a massive relief and recovery effort has been undertaken by a complex array of national and international actors, including WFP and was one of the largest since the Indian Ocean tsunami of December 2004.

⁹ Impact de la crise alimentaire sur les populations urbaines de Port-Au-Prince (Nov 2008)

¹⁰ WFP Haiti CFSVA 2007/2008

¹¹ Haiti: Poverty Reduction Strategy Paper progress report, IMF, 2009

¹² Haiti: Poverty Reduction Strategy Paper progress report, IMF, 2009

¹³ WFP Haiti country Overview (<http://www.wfp.org/countries/haiti>)

20. The already fragile nature of Haiti's governance institutions, compounded by the loss of important government personnel and severely damaged infrastructure, left the government of Haiti in a particularly difficult situation following the earthquake¹⁴. The Interim Commission on the Reconstruction will support the Government of Haiti in the following main sectoral priorities: education, health, agriculture, housing, debris removal, disaster preparedness and infrastructure¹⁵.

Figure 1: Type of disasters and number of people affected during the past 10 years.

Type of Disaster	Year	Total number of people Affected
Earthquake (seismic activity)	2010	3,700,000
Storm	2008	125,050
Storm	2008	73,006
Storm	2008	48,000
Storm	2007	108,763
Flood	2007	75,947
Storm	2004	315,594
Flood	2003	150,000
Drought	2003	35,000
Flood	2002	38,339

Source: "EM-DAT: The OFDA/CRED International Disaster Database www.em-dat.net – Université Catholique de Louvain - Brussels - Belgium"

21. **Education:** One of the strong points advanced as a priority in the government's program is that education for all is the basis of equal opportunity and long-term poverty reduction. However as of 2006, net enrolment was measured at 49.6%, from 54.3% back in 2000¹⁶. The dropout rate is particularly high in the first basic cycle at 29%¹⁷. Close to 60% of children drop out of school before receiving their primary education certificate. Of the two million children enrolled in the basic level, only 56% are at the required age for the first cycle (ages six to eleven).

22. **Government Strategy:** The government first adopted an interim poverty reduction strategy paper in 2006 which was followed the following year by a more comprehensive one focusing on 1) growth vectors (Agriculture and Rural Development, Tourism, Infrastructure); 2) human development (Education and Training, Health, Water and Sanitation, Persons with Disabilities, Childhood Poverty, Young People, HIV/AIDS, Gender Equity); and 3) democratic governance (Justice System, Security, Modernization of the State, Territorial Development and the Macroeconomic Framework). More recently, the National Development and Reconstruction Plan (<http://www.refondation.ht>), was developed in response to the 2010 earthquake.

23. **International assistance**¹⁸: Since 2002, the net official development assistance has increased in both development aid and peacekeeping expenditure. In 2008, Haiti received USD 912 million in ODA flows from all donors combined. The largest donors were the United States, Canada, the Inter-American Bank and the European Commission. Over the period 2007-08, most of this aid was spent on social services and infrastructure, particularly health activities, government services and peacebuilding activities.

24. In response to a March 2010 request from the GoH, the Inter-American Development Bank (IDB), the United Nations (UN) and the World Bank, along with contributing donors, established a multi-donor fund called the Haiti Reconstruction Fund. The role of the HRF is to support the GoH's post-earthquake Action Plan for the Recovery and Development of Haiti and related initiatives. As of 16 NOV 2010, pledges amounted to an estimated at USD 508 million of which USD135 million were received¹⁹.

25. The Haiti Revised Humanitarian Appeal (January - December 2010) requests for USD 1.5 billion is now funded about USD1 billion as of 16 NOV 2010²⁰.

¹⁴ Grünewald and Renaudin 2010.

¹⁵ www.cirh.ht

¹⁶ Haiti: Poverty Reduction Strategy Paper progress report, IMF, 2009

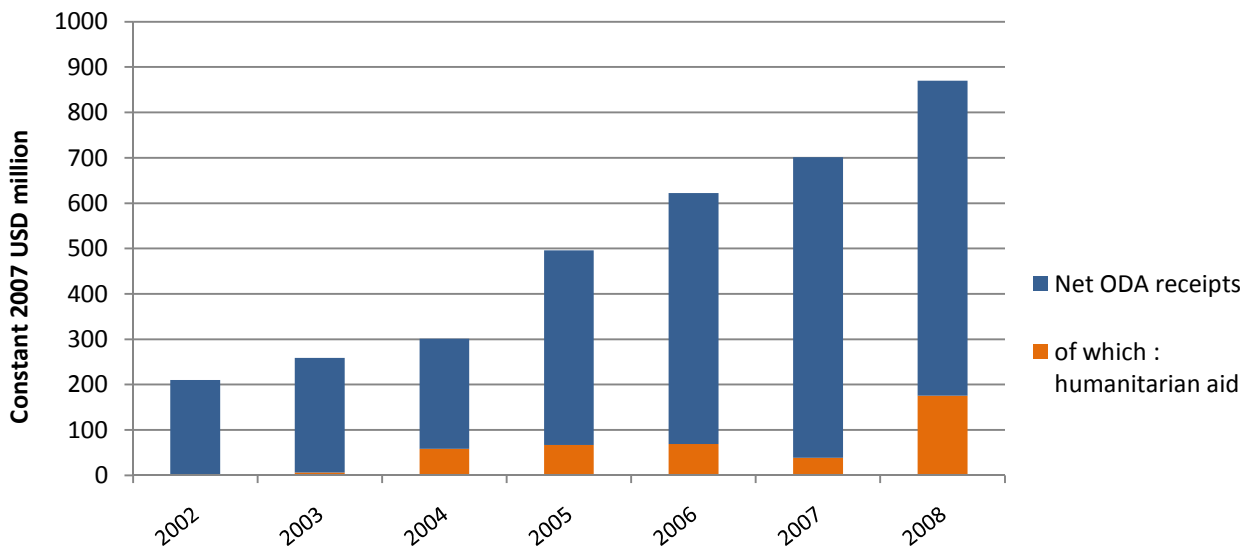
¹⁷ Haiti: Poverty Reduction Strategy Paper, IMF, 2008

¹⁸ OECD "Aid to Fragile States: Focus on Haiti", OECD,

¹⁹ www.haitireconstructionfund.org/hrf

²⁰ <http://fts.unocha.org/pageloader.aspx?page=emerg-emergencyDetails&appealID=893>

Figure 2: Net ODA from all donors to Haiti (2002-2008)



Source: "Aid to Fragile States: Focus on Haiti", OECD

2. Reason for the Evaluation

2.A. Evaluation Rationale

26. Haiti is a country having recognised significant food security issues and a consequent significant WFP programme in terms of magnitude and diversity.

27. The CO deals with a challenging food security situation which is repeatedly punctuated by severe natural disasters. The combination poses particular challenges that the CO needs to manage so that a holistic evaluation such as the CPE should be able to shed light on how well the CO is coping and what could be done differently, if anything, to help them do as well or better.

28. The Haiti Country Office will design the follow up intervention to the current PRRO (to be extended to DEC 2012) and response to the 2010 earthquake in the course of 2012. Findings and recommendations from this evaluation exercise will inform this process. The follow up intervention will be presented at the EB.2 NOV 2012 and is planned to start JAN 2013.

29. This evaluation will also inform the formulation process of the next UNDAF. Such formulation will take place in the course of 2011.

2.B. Evaluation Objectives

30. Evaluations serve the dual objectives of accountability and learning. As such, the evaluation will:

- a) Assess and report on the performance and results of the country portfolio in line with the WFP mandate and in response to humanitarian and development challenges in Haiti (accountability);
- b) Determine the reasons for observed success/failure and draw lessons from experience to produce evidence-based findings to allow the CO to make informed strategic decisions about positioning itself in Haiti, form strategic partnerships, and improve operations design and implementation whenever possible (learning).

2.C. Stakeholders and Users²¹

31. The main intended users and stakeholders for this evaluation exercise are: the WFP Haiti Country Office and its local partners including the Government, UNCT and donors. Other users can include: WB, IMF and IADB.

32. In 2010, 14 UN clusters are operating in Haiti. Of particular interest to this evaluation are the Emergency Telecom, Food and Logistics clusters for which WFP is the responsible agency. Also, local coordination mechanisms (government led) also played a role in the response to earthquake.

33. Beneficiaries have an important stake in the operations as recipients of assistance. They constitute an important source of information to the evaluation in areas of relevance, appropriateness, effectiveness and impact of the WFP intervention and will be systematically consulted.

²¹ See annex 5: Preliminary Stakeholder Analysis Matrix

34. Within WFP organisational units have different stake in the operation and the evaluation. The main stakeholder is the WFP Country Office as the principal manager of WFP intervention. The evaluation will inform about the degree of success or failure of it and will inform future orientation. Others include the Regional Bureau and HQ technical unit which may benefit from findings by guiding future operations in the region and in their area of expertise, through lessons learned. A particular aspect of the WFP response to the earthquake is the staff turnover which will be a challenge to the evaluation in terms of institutional memory.

35. NGO partners support the implementation of various component, particularly in FFW activities, GFD, school feeding and vulnerability analysis. They constitute a group with stake in both the operation and the evaluation.

36. WFP partners also with UN agencies and development banks (FAO, IDB, IFAD, ILO, UNAIDS, UNDP, UNICEF, WB, WHO).

37. Government of Haiti has a stake in the evaluation exercise as a partner of WFP and as a representation of beneficiary populations. The Ministry of Planning and Cooperation is the main line ministry. The Secretary of State for Agriculture coordinates the intergovernmental strategy on food security and, together with the National Food Security Coordination (CNSA), is the main technical counterpart to WFP. Collaboration is strong with the Nutrition Department of the Ministry of Public Health and Population (MoH) and the National School Feeding Programme (PNCS) of the Ministry of National Education and Professional Training (MoE).

38. MINUSTHA and US military are also stakeholders in WFP operations. Civil/military coordination was particularly important during the initial stage of earthquake response. Areas of coordination were in food distribution for security escorts to convoy and security at food distribution sites, security food storage and management of port and airport.

39. Finally, the Haiti Evaluation Task Force of the humanitarian community which aims to coordinate evaluations will be a source of valuable information. A large number of evaluations have been/are being conducted; the evaluation team will seek to generate synergies by using the findings/evidence that others generated if and whenever applicable and useful. The ALNAP portal lists a number of these evaluations.

3. Subject of the evaluation

3.A. WFP Portfolio in Haiti

40. WFP has been present in Haiti since 1969. Since 2005 the WFP assistance has been increasing from 25,700 MT for 1.5M beneficiaries to reach some 65,800 MT of commodities distributed to 3.15 M beneficiaries in 2009. WFP plans to reach some 310,000 MT distributed to 3.9 M beneficiaries in 2010. The direct WFP expenses accordingly increased from 215 M USD in 2005 to 72.6 M USD in 2009. Expenses may well reach in the 450 M USD for 2010.

41. Since 2005 WFP implemented 14 operations ranging from a (1) country programme and (1) development activity to EMOPs (4) and PRROs (3) supported by various Special Operations (5).

42. For that period, while responding to emergencies, WFP has been focusing its resources on recovery activities, in the aftermath of civil unrest, floods, drought and earthquake. These activities consist mainly of school feeding, support to people living with HIV/AIDS, Mother and Child nutrition and food for assets.

Figure 3: WFP Operations active 2005-2010

		No. of operations	Total Budget (MUSD) ¹	Weight (%)	Food Distributed (MT)					
					2005	2006	2007	2008	2009	2010*
DEV/CP	Development	2	46.13	4%	6,978	9,118	8,976	2,662	4,055	0
EMOP	Emergency operations	4	507.85	49%	6,854	0	0	8,965	7,743	229,393
PRRO	Relief and Recovery	3	346.15	33%	9,198	11,000	15,157	38,720	54,038	80,993
SO	Special operations	5	133.23	13%						0
Total		14	1,033		23,030	20,118	24,133	50,347	65,836	310,386

Source: SPR and Project Documents, WFP ODXR Programme of Work 4/10/2010, planned needs (*).

¹ As per latest SPR

43. WFP in Haiti also made use of a grant (French Trust Fund) for the establishment of a school feeding baseline survey (2007) under PRRO 10674.

44. Analytical work is also part of the WFP activities in Haiti. In the past 5 years, WFP has conducted various food security analysis including CFSVAs, EFSAs, CFSAMs and contribution to local initiatives, particularly to the National Coordination for Food Security (Coordination Nationale de la Sécurité Alimentaire).

45. **Geographical area.** WFP operations are implemented country wide in response to disasters while the development activities take into account government's priorities, health and nutrition situation and, vulnerability to natural disasters and food aid coverage, leading to intervening the Nord, Nord Est, Nord-Ouest, Ouest and Artibonite departments.

46. **Strategic objectives.** The period under review covers different WFP corporate Strategic Plans. In relation to the WFP Strategic Plan in force, The Haiti portfolio aims more specifically to the following objectives. Their estimated relative importance in terms of number of beneficiaries met for SO1 to SO4 is also presented.

- a) **Strategic Objective 1** – Save lives and protect livelihoods in emergencies: *assisting disaster victims*. Approximate 70% of beneficiaries.
- b) **Strategic Objective 2** – Prevent acute hunger and invest in disaster preparedness and mitigation measures: *by strengthening community capacity to reduce risks and adapt to climate variability*. Approximate 5% of beneficiaries.
- c) **Strategic Objective 3** – Restore and rebuild lives and livelihoods in post-conflict, post-disaster or transition situations: *by 1) increasing access to food to mitigate seasonal food insecurity, and restore assets affected by shocks and 2) stabilize children's participation in education*. Approximate 15% of beneficiaries.
- d) **Strategic Objective 4** – Reduce chronic hunger and undernutrition: *by improving the nutrition status of 1) targeted women and children and 2) PLWHA*. Approximate 10% of beneficiaries.
- e) **Strategic Objective 5** – *Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase: by building consensus on programme design and partnership opportunities, including community initiatives*.

47. An OE-managed evaluation of the PRRO 10382 revealed that the operation addresses the priority needs of the country and targets vulnerable populations. Also, the project design, which combines emergency and recovery components, and the various components are deemed appropriate and relevant. The evaluation, which was carried out over three-quarters of the intervention period, shows that the implementation of activities was only 47 percent despite adequate funding.

3.B. Scope of the Evaluation

48. The portfolio evaluation will look across operational divides to provide an assessment of the relevance and coherence of the WFP portfolio as a whole, of its evolution overtime, of its performance, and of the strategic role played by WFP in Haiti, as detailed in section 4 below. The focus will be on how groups of activities across operations have contributed together to their respective objectives stated in paragraph 46, e.g. how targeted food distributions; emergency nutrition programmes and food for work have together and across all 14 operations contributed to these objectives.

49. The scope of this evaluation will include the 14 operations which were active from May 2005 to Dec 2010 inclusive and will also include the grants used during that period. The special operations, in support to WFP intervention in Haiti are included in the portfolio under evaluation.

50. A five year window will allow for the inclusion of the PRROs which marked a repositioning of WFP in Haiti and covers the period of increasing humanitarian aid to the country²².

51. The analytical work conducted by WFP (either alone or with partners²³), as well as participation to local strategic processes also forms part of the scope of this evaluation.

52. The geographical scope of this evaluation is the entire country.

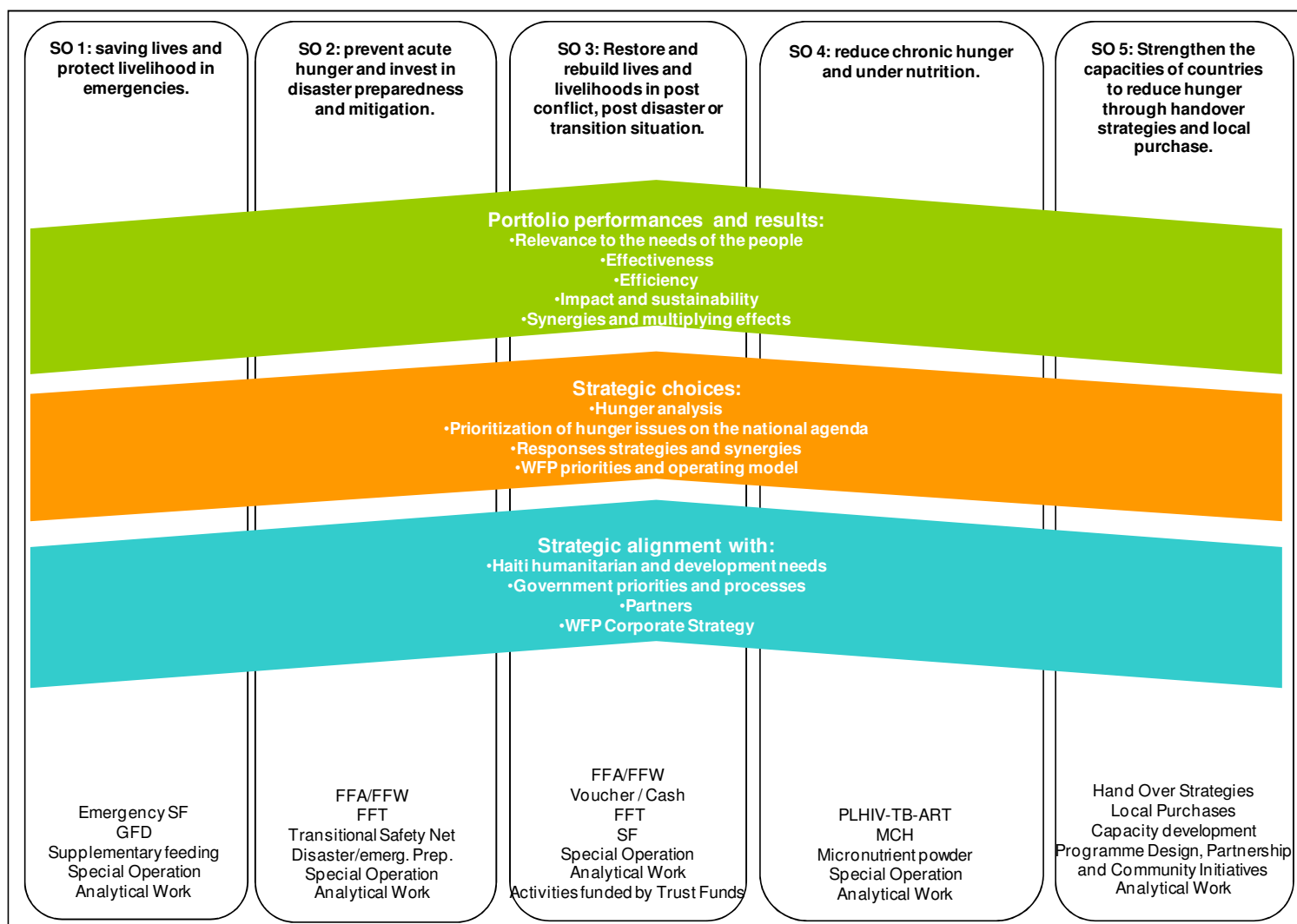
²² See figure 2

²³ CFSVA, EFSAs, etc.

4. Evaluation Questions

53. The CPE will be addressing the following three key questions, which will be further detailed in a matrix of evaluation questions to be developed by the evaluation team during the inception phase. Collectively, the questions aim at highlighting the key lessons from the WFP country presence and performance, which could inform future strategic and operational decisions. It should be noted that question three will constitute the largest part of the inquiry and evaluation report.

Figure 4: Country Portfolio Evaluation Model



SO: Strategic Objective; SF: School Feeding; GFD: General Food Distribution; FFA/W/T: Food for Assets/Work/Training; ART, TB & PMTCT: Anti-Retroviral Therapy, Tuberculosis and Prevention of Mother to Child Transmission; MCH: Mother and Child Health.

54. Question one - Strategic alignment of the WFP portfolio including the extent to which: i) its main objectives and related activities have been in line with the country's humanitarian and developmental needs, priorities and capacities and; ii) its objectives have been coherent with the stated national agenda and policies, including sector policies; iii) its objectives have been coherent and harmonised with those of partners (multilateral, bilateral and NGOs); iv) WFP has been strategic in its alignment and positioned itself where it can make the biggest difference; and v) there have been trade-offs between aligning with national strategies on one hand and with WFP's mission, strategic plans and corporate policies on the other hand.

55. Question two - Making strategic choices including the extent to which WFP: i) has analysed the national hunger, food security and nutrition issues, or used existing analyses to understand the key hunger challenges in the country; ii) contributed to placing these issues on the national agenda, to developing related national or partner strategies and to developing national capacity on these issues; iii) positioned itself as a strategic partner for the government, multilateral, bilateral and NGO partners and in which specific areas; and iv) identify the factors that determined existing choices (perceived comparative advantage, corporate strategies, national political factors, resources, organisational structure, monitoring information etc.) to understand these drivers of strategy and how they need to be considered and managed when developing a country strategy.

56. Question three - Performance and Results of the WFP portfolio including: i) the relevance to the needs of the people; ii) the level of efficiency, effectiveness, impact and sustainability of the main WFP programme activities and explanations for these results (including factors beyond WFP's control); iii) the level of synergy and multiplying effect between similar activities in different operations and between the various main activities regardless of the operations; and iv) the level of synergies and multiplying opportunities with partners (multilateral, bilateral and NGOs) at operational level. In relation to question three, it should be emphasised that in light of the strategic nature of CPEs, the focus shall not be on assessing individual operations per se but rather to look across operational divides to provide an assessment of the performance and results of the portfolio.

5. Evaluation Approach

5.A. Evaluability Assessment

57. Evaluability is the extent to which an activity or a program can be evaluated in a reliable and credible fashion, which depends on the clear understanding of the situation before assistance was provided, a clear statement of intended outcomes and impacts, clearly defined appropriate indicators, and target dates by which expected outcomes and impacts should occur

58. The challenges of evaluating the WFP Haiti portfolio are:

- The absence of an overall strategy and logframe for the WFP portfolio in Haiti. WFP did not prepare country strategies stating WFP's objectives and goals for the portfolio as a whole. Each operation has its own logical framework and additional operations are created as needs arise.
- The difficulty of assessing the less tangible aspects of positioning oneself strategically as a partner and of influencing the strategies of others are difficult to measure.
- Baseline and monitoring data as well as evaluation information (self-evaluations, reviews and evaluations of partners) are available; however they tend to focus on the output rather than on the outcome or goal levels. They will thus be insufficient to assess outcomes and impact in a systematic manner.

59. A WFP Food security and Vulnerability Analysis was conducted in 2004, which was followed by a Comprehensive Food security and Vulnerability Analysis (CFSVA) – 2007/2008. These will be useful snapshots of households vulnerability profiles at different times, allowing for trend analysis. Also, a WFP emergency food security assessment was completed following the 2010 earthquake. Food security information from third party (FEWS NET and PDNA) will also allow for triangulation and further snapshots over the period under evaluation.

60. Project documents make reference to the elaboration of baseline information: for the current EMOP, it is planned that baseline information produced through the EFSA will be evaluated at the end of the operation through a final survey. Resources have been budgeted to implement these studies. The current PRRO states that a baseline will be established and that WFP field monitors will collect quantitative and qualitative data regularly, which will be analysed jointly by the vulnerability analysis and mapping and programme units. Similarly, past EMOPs and PRRO make such reference. Furthermore, a school feeding baseline is reported as having been conducted in 2007. The evaluation will assess their existence and quality for potential use for this evaluation.

61. A challenge to the evaluation is the frequency and magnitude of natural disasters may induce setback to progress achieved previously and affect negatively gains made in improving food security and the nutrition status of the population. The evaluation team will need to take this into account when dealing with the above mentioned information.

62. The inclusion of the special operations in support to EMOPs and PRROs in the scope of this evaluation may prove challenging. Typically, information that would allow to measure their degree of success or failure is not available (baseline, clear targets, etc.) though SPRs are produced. This aspect will have to be carefully incorporated in the evaluation.

63. Finally, the OE-managed evaluation of PRRO 10382 will provide information to the degree of success of that operation which is part of the portfolio under evaluation.

5.B. Methodology

64. The evaluation will employ relevant internationally agreed evaluation criteria including those of relevance, coherence (internal and external), efficiency, effectiveness, impact, sustainability and connectedness.

65. During the inception phase, the evaluation team will design the evaluation methodology to be presented in the inception report. The methodology should:

- a) build on the logic of the portfolio and on the common objectives arising across operations.
- b) be geared towards addressing the evaluation questions presented in section 4. A model looking at groups of "main activities" across a number of operations rather than at individual operations should be adopted.
- c) take into account the limitations to evaluability pointed out in 5.A as well as budget and timing constraints.

66. The methodology should demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g. stakeholder groups, including beneficiaries, etc.) and using a mixed methodological (e.g. quantitative, qualitative, participatory) to ensure triangulation of information through a variety of means. The sampling technique to impartially select field visit sites and stakeholders to be interviewed should be specified.

5.C. Quality Assurance

67. WFP's evaluation quality assurance system (EQAS) is based on the UNEG norms and standards and good practice of the international evaluation community (ALNAP and DAC). It sets out processes with in-built steps for quality assurance and templates for evaluation products. It also includes quality assurance of evaluation reports (inception, full and summary reports) based on standardised checklists. EQAS will be systematically applied during the course of this evaluation and relevant documents provided to the evaluation team. The evaluation manager will conduct the first level quality assurance, while the OE Director will conduct the second level review. This quality assurance process does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.

68. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases.

6. Organisation of the evaluation

6.A. Phases and Deliverables

69. The evaluation will take place in five phases with timing as shown above:

- (i) **Preparation** is to establish and agree on the terms of reference, identify the evaluation team leader and team members, establish the reference group and peer review panel, and compile background information and relevant documents for easy access of the evaluation team during the next phase.
- (ii) **Inception phase** is for the evaluation team to arrive at a common understanding of the terms of reference, review documentation, develop an evaluation matrix accordingly, decide on the methodologies to be used during the evaluation and site selection for field work, assign division of responsibilities in the team and determine the logistics arrangements for field work and the timetable for delivery of the evaluation report. This phase will include a briefing at WFP HQ.
- (iii) **Evaluation phase** is the actual field mission in country. The mission will allow for direct interaction with stakeholders, including beneficiaries. This phase will include the field work in Haiti and a debriefing.
- (iv) **Reporting** is the preparation of the evaluation report including quality control/comments steps.
- (v) **Executive Board and Follow up** is for the dissemination of report.

Figure 5: Evaluation Timeline

CPE – Phases, Deliverables and Timeline		Key Dates
Phase 1 - Preparation		
	Desk review, first draft of TOR and quality assurance	01 SEP - 15 Nov 2010
	Circulation of TOR and review	16 – 26 Nov 2010
	Identification and recruitment of evaluation team	23 Dec 2010
	Final TOR	30 Dec 2010
Phase 2 - Inception		
	Briefing core team at WFP HQ	12-14 Jan 2011
	Preparatory mission to Country (Evaluation manager and team leader)	24-28 Jan 2011
	Review documents and draft inception report including methodology.	29 Jan – 12 Feb 2011
	Submit draft inception report to OE	14 Feb 2011
	OE quality assurance and feedback	17 Feb 2011
	Revise inception report	18 – 28 Feb 2011
	Submit revised inception report to OE	07 Mar 2011
	OE shares inception report with stakeholders for information	09 Mar 2011
Phase 3 - Evaluation Mission		
	Field work	21 Mar – 06 Apr 2011
	Debriefing	07 Apr 2011
	Aide memoire	08 Apr 2011
Phase 4 - Reporting		
	Draft evaluation report	08 – 30 Apr 2011
	Submit Draft evaluation report to OE	02 May 2011
	OE quality feedback	13 May 2011
	Revise evaluation report	16-23 May 2011
	Submit revised evaluation report to OE	23 May 2011
	OE shares evaluation report with stakeholders (working level)	23 May – 03 Jun 2011
	OE consolidate comments	06 Jun 2011
	Revise evaluation report	07 – 17 Jun 2011
	Submit revised evaluation report to OE	20 Jun 2011
	OE circulates the Executive Summary to WFP's Executive Staff	22 – 30 Jun 2011
	OE consolidate comments	01 Jul 2011
	Revise Executive Summary of evaluation report	01-05 Jul 2011
	Submit final evaluation report to OE	07 Jul 2011
Phase 5 Executive Board and follow-up		
	Editing / translation of summary report	08 – 30 Jul 2011
	Preparation of Management response	Jul 2011
	Preparation of evaluation brief and dissemination of reports	Sep 2011
	Presentation of evaluation summary report to the EB	EB.2 Nov 2011
	Presentation of management response to the EB	EB.2 Nov 2011

6.B. Evaluation Team

70. The **team leader** for the evaluation requires strong evaluation and leadership skills and technical expertise in one of the technical areas listed below. His/her primary responsibilities will be (a) setting out the methodology and approach in the inception report; (b) guiding and managing the team during the inception and evaluation phase and overseeing the preparation of working papers; (c) consolidating team members' inputs to the evaluation products; (d) representing the evaluation team in meetings with stakeholders; (e) delivering the inception report, draft and final evaluation reports (including the Executive Board summary report) in line with agreed OE standards (EQAS) and agreed timelines. The full job description is provided separately.

71. The **evaluation team** will bring together a complementary combination of technical expertise in the fields of education, nutrition, HIV&AIDS, emergencies, livelihoods support and logistics. The team leader will be internationally recruited. The remaining team members can be a mix of international and national recruitment. The blend of technical areas across the team will depend on that of the team leader first. At least one team member should be familiar with WFP's work in general. Finally, capacity development expertise will be required.

72. Main areas of expertise among team members are proposed to be divided as follows:

- a) Evaluation, (food aid/food security)
- b) Nutrition / food security analysis
- c) HIV and AIDS
- d) Education
- e) Logistics

73. The **evaluation team members** will contribute to the design of the evaluation methodology in their area of expertise; undertake documentary review prior to fieldwork; conduct field work to generate additional evidence from a cross-section of stakeholders, including carrying out site visits, as necessary to collect information; participate in team meetings, including with stakeholders; prepare inputs in their technical area for the evaluation products; and contribute to the preparation of the evaluation report. The full job descriptions are provided separately.

74. All members of the evaluation team will abide by the Code of Conduct for evaluators, ensuring they maintain impartiality and professionalism.

6.C. Roles and Responsibilities

75. This evaluation is managed by the WFP Office of Evaluation. Michel Denis has been appointed as evaluation manager. The Evaluation manager has not worked on issues associated with the subject of evaluation in the past. He is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing in HQ; assisting in the preparation of the field missions; conducting the first level quality assurance of the evaluation products and consolidating comments from stakeholders on the various evaluation products. He will also be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process.

76. The Country Office is expected to provide information necessary to the evaluation; be available to the evaluation team to discuss the programme, its performance and results; facilitate the evaluation team's contacts with stakeholders in Haiti; set up meetings and field visits, organise for interpretation if required and provide logistic support during the fieldwork.

77. Relevant WFP stakeholders at RB and HQ levels are expected to be available for interviews/meetings with the evaluation team and to comment on the various reports throughout the evaluation process.

78. To ensure the independence of the evaluation, the CO and RB staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

6.D. Communication

79. The evaluation will ensure communications at several milestones in the form of distributing and discussing: (a) the draft terms of reference; (b) the draft inception report; (c) briefing for the WFP Country Office and key partners at the beginning and end of the fieldwork; (d) the evaluation report. In addition, the evaluation results will be incorporated into OE's new lessons' sharing system (planned for 2011) to ensure lessons will be accessible to users in and outside WFP. The evaluation report will be written in French.

6.E. Budget

80. The evaluation will be financed from OE's Programme Support and Administrative budget. The total budget for the evaluation team is USD220,00.

File name**1 - Docs on Evaluation exercise****A - Evaluation Quality Assurance System files****1 - Inception Report**

CPE Inception report Process.pdf
 CPE Inception report Template.pdf
 CPE Inception Report Quality Check list.pdf
 TN Work Plan and Proposed Stakeholders Meetings.doc

2 - Evaluation Report

CPE Evaluation reports and follow up phase Process.pdf
 CPE Evaluation Report Quality Check list.pdf
 CPE Evaluation Report template.pdf

3 - Technical Notes

Haiti Evaluation Model.pdf
 TN - evaluation matrix.doc
 TN Evaluation criteria.pdf

CPE ER Template.dotx

Impacts evaluations and Development - NONIE Guidance.pdf

UNEG Code of Conduct 2008.pdf

WFP evaluation policy.pdf

2 - Background documents**A - General docs on WFP****1 - WFP - UN Documents**

Consolidated framework of WFP policies (Nov 2010).pdf
 Strategic Results Framework.pdf
 WFP Strategic plan 2006 to 2009.pdf
 WFP Strategic plan 2008 to 2011.pdf

10 - Procurement

Food procurement report 2009.pdf
 Local procurement of food and non food.pdf

11 - Safety nets

Unveiling Social Safety Nets.pdf

12 - Capacity Development

Implementation Action Plan for Capacity Development and Hand Over (Nov 2010).pdf
 Operational Guide to Strengthen Capacity of Nations to Reduce Hunger (Mar 2010).PDF
 OPERAT~1.PDF

13 - Disaster and risk reduction

WFP Policy on Disaster Risk Reduction (Jan 2009).pdf

14 - Refugees

Joint assessment guidelines (UNHCR WFP) (Jun 2004).pdf
 MOU UNHCR WFP (Jul 2002).pdf
 Refugees.pdf

15 - HIV & AIDS

WFP HIV & AIDS Policy (Nov 2010).pdf

16 - REACH

REACH Local production-nutrition linkages-Mali version.pdf
 REACH Presentation (May 2009).pdf
 REACH Summer 2010 Bulletin.pdf

2 - Partnerships

NGO partnership framework.pdf
 Working with partners.pdf

3 - Gender

Gender and Enhanced Commitment to Women.pdf
 WFP Gender Policy (Feb 2009).pdf
 Women's Control Of Food In Relief (Dec 2004).pdf

4 - Livelihood

Livelihoods in emergencies (May 2003).PDF

5 - Nutrition

10 min to learn about (2008).pdf
 Food for nutrition mainstreaming nutrition in WFP (Apr 2004).pdf
 Micronutrient fortification (Apr 2004).PDF
 Mother and child nutrition (MCHN).pdf
 Nutrition in emergencies (Apr 2004).PDF

6 - School feeding

Essential Package.pdf
 HIVAIDS education School Feeding.pdf
 Rethinking School Feeding.pdf
 School feeding and nutrition 2010.pdf
 School Feeding guidance note 1 (SF and micronutrients) 2009.pdf
 School Feeding Policy (Oct 2009).pdf

7 - FFW

10 Key Steps for your FFW projects English .pdf
Food for work and assets GUIDELINE.pdf

8 - Cash and Voucher

Cash and vouchers manual.pdf
Voucher opportunities.pdf

9 - Targeting

Targeting guideline.pdf

B - Documents on HAITI from WFP

Haiti CSO 2001.pdf

C - Documents on HAITI from external sources

1 - UNDP

Annual Report 2009.pdf
Haiti CCA 2000.pdf
Les lecons du Programme de Gouvernance Locale dans le Nord-Est (Oct 2007) .pdf
National Human Development Report (2002).pdf
Post-Disaster Programme Overview 2010–2012.pdf
Programme Binational D'appui Au Développement Humain (2008).pdf
Renforcement des Capacités Nationales pour la Coordination de l'aide (2010).pdf
Situation Economique et Social (2005).pdf
UNDP Capacity Development 2008.pdf
UNDP Country programme document for Haiti (2009-2011).pdf
UNDP HDR 2009 (World).pdf
UNDP strategic plan, 2008-2011.pdf

2 - UN

CAP Haiti mid year review (Jun 2010).pdf
Flash Appeal Earthquake (Jan 2010).pdf
Humanitarian Appeal update (Feb 2010).pdf

3 - UNDAF

UNDAF (2002-2006).pdf
UNDAF 2009 2012.pdf

4 - UNAIDS

Country Situation Analysis July 2008.pdf
Epidemiological Fact Sheet 2008.pdf

5 - WHO

Earthquake Health Response (Feb 2010).pdf
Health Profile 2008.pdf
Summary Epidemiological Fact Sheet 2008.pdf

6 - FAO

FAO - The State of Food Insecurity in the World (2009).pdf

8 - UNICEF

Countdown to 2015 Report (2000-2010).pdf
UNICEF HUMANITARIAN ACTION and RECOVERY mID-YEAR 2010.pdf

3 - WFP & Others Assessment reports

CFSVA 2009 Report.pdf
CFSVA 2009 Summary.pdf
EFSA Rapid post-earthquake food security assessment (Mar 2010).pdf
EFSA Rapid post-earthquake food security assessment FR (Mar 2010).pdf
EMMUS IV (2005).pdf
FEWS NET Haiti Outlook (APR SEP 2009).pdf
FEWS NET Haiti Outlook (JAN JUL 2009).pdf
FEWS NET Haiti Outlook (JUL DEC 2008).pdf
FEWS NET Haiti Outlook (JUL DEC 2009).pdf
FEWS NET Haiti Outlook (MAY SEP 2010).pdf
FEWS NET Haiti Outlook (OCT 2009 MAR 2010).pdf
Food Security and Vulnerability Analysis Report 2004.pdf
From Natural Catastrophe to Economic Security (2009).pdf
FSMS #1 Nord (Dec 2005).pdf
FSMS #1 Nord Est (Dec 2005).pdf
FSMS #2 (Jul 2006).pdf
FSMS #4 (Nov 2006).pdf
Haiti Earthquake Response 2010 Overview.pdf
Haiti EFSA II Executive Brief EN (Sep 2010).pdf
Haiti EFSA II Executive Brief FR (Sep 2010).pdf
Haiti PDNA (2008).pdf
Impact de la crise alimentaire sur les populations urbaines de Port-Au-Prince (Nov 2008).pdf
Mission d'évaluation de la récolte et de la sécurité alimentaire en Haiti (Sep 2010).pdf
PDNA Haiti Earthquake Assessment of damage, losses, general and sectoral needs (Mar 2010).pdf
Poverty in Haiti (2004).pdf
Profils des Modes de Vie en Haïti (2005).pdf
Rapport Cartographie vulnérabilité multirisque (Aout2009).pdf

SUMMARY Mission d'evaluation de la recolte et de la securite alimentaire en Haiti (Sep 2010).pdf
SUMMARY Rapid post-earthquake food security assessment (Mar 2010).pdf
Urban Baseline Food and Livelihood Security USAID (May 2009).pdf

4 - Evaluation Reports covering Haiti

A - Internal Evaluations

Summary WFP PRRO 10382 Evaluation (Oct 2007).pdf
WFP PRRO 10382 Evaluation (Oct 2007).pdf

B - External Evaluations

ALNAP Haiti Context Analysis Final (July 2010).pdf
Evaluation of certain food additives.pdf

5 - Documents on WFP operations 2006-2010

A - General Documents

Contingency Plan (2004).zip
Logistics Capacity Assessment (2003 2004).pdf
WFP Contingency Planning 2002-2008.pdf
WFP Haiti Fact Sheet (October 2010).pdf

B - Data

External Data

Humanitarian contributions (OCHA, OECD).xlsx

WFP DATA (raw data on benef, MT, funding, available upon request)

APR09.pdf

C - Operations 2003-09

On-Going

EMOP 200107

IR EMOP 200107 Project Document.pdf
IR EMOP budget v2.0.xls

EMOP 200110

Budget Revision 1 (Feb 2010).pdf
Budget Revision 2 (May 2010).pdf
EMOP 200110 Project Document.pdf
Resource Situation (Sep 2010).pdf

PRRO 10844

Answers to Comments to Draft PRRO (2009).pdf
BUDGET HAITI PRRO 2010-11.xls
PRC Notes for the Record PRRO (Jun 2009).pdf
PRRO 10844 Project Document.pdf

SO 200108

Budget Revision 1 (Feb 2010).pdf
Resource Situation (Sep 2010).pdf
SO 200108 Project Document.pdf

SO 200109

Budget Revision 1 (Feb 2010).pdf
Resource Situation (Sep 2010).pdf
SO 200109 Project Document.pdf

Past

DEV 10217

Budget Revision 1.pdf
Budget Revision 8.pdf
DEV 10217 Project Document.pdf
PRC Notes (Jan 2002).pdf
Standardized Project Report (2003).pdf
Standardized Project Report (2004).pdf
Standardized Project Report (2005).pdf
Standardized Project Report (2006).pdf
Standardized Project Report (2007).pdf
Standardized Project Report (2008).pdf

DEV 10386

DEV 10386 Project Document.pdf
Standardized Project Report (2008).pdf
Standardized Project Report (2009).pdf

EMOP 10781

Budget Revision.pdf
EMOP 10781 Project Document.pdf
Standardized Project Report (2008).pdf
Standardized Project Report (2009).pdf

EMOP 10785

Budget Revision.pdf
EMOP 10785 Project Document.pdf
Standardized Project Report (2008).pdf
Standardized Project Report (2009).pdf

PRRO 10382

Budget Revision 3.pdf

PRRO 10382 Approval.pdf
PRRO 10382 Project Document.pdf
Standardized Project Report (2005).pdf
Standardized Project Report (2006).pdf
Standardized Project Report (2007).pdf
Standardized Project Report (2008).pdf
Standardized Project Report (2009).pdf

PRRO 10674

Budget Revision 4 (Mar 2009).pdf
Budget Revision 5 (2009).pdf
PRC Notes (Jul 2007).pdf
PRRO 10674 Project Document.pdf
Standardized Project Report (2007).pdf
Standardized Project Report (2008).pdf
Standardized Project Report (2009).pdf

SO 10449

Budget Revision 1.pdf
Budget Revision 2.pdf
SO 10449 Project Document.pdf
Standardized Project Report (2005).pdf
Standardized Project Report (2006).pdf
Standardized Project Report (2007).pdf
Standardized Project Report (2008).pdf

SO 10779

Budget Revision 1.pdf
SO 10779 Project Document.pdf
Standardized Project Report (2008).pdf
Standardized Project Report (2009).pdf

SO 10780.0

Budget Revision 1.pdf
Budget Revision 2.pdf
SO 10780 Project Document.pdf
Standardized Project Report (2008).pdf
Standardized Project Report (2009).pdf

Trust Fund 2007

Trust Fund Haiti (2007).pdf
Trust Funds Haiti Terminal Report.pdf

6 - Docs from Haiti GOV

DSNCRP (PRSP)

DSNCRP - PRSP Progress Report (Aug 2009).pdf
DSNCRP Annex II.pdf
DSNCRP Annex III.pdf
DSNCRP Report.pdf
Interim PRSP (Nov 2006).pdf
PRSP (Mar 2008).pdf
Cadre de pauvreté 2004.pdf
Climate change 2009.pdf
CVDData (1).pdf
CVDData (2).pdf
CVDData.pdf
DHS 2005-2006 Addendum to Chapter 11, Nutritional Status.pdf
DHS 2005-2006.pdf
Notes sur la situation macro march 2010.pdf
PDNA Action plan for national recovery and development of Haiti (Mar 2010).pdf

Annex 2: WFP portfolio in Haiti

Code / years of activity / Title

CP 10217 (2003-2007)

Haiti Country Programme (2003-2006) extended to 2007

DEV 10386 (2008-2009)

Réduction de la vulnérabilité des communautés, par des activités à haute intensité de main-d'oeuvre, visant à assurer un environnement durable

PRRO 10382 (2005-2007)

Assistance to Food Insecure Persons in Crisis Situations

PRRO 10674 (2008-2009)

Food Assistance for the relief and Protection of Vulnerable Groups exposed to food insecurity

PRRO 10844 (2010-2011) to be extended to Dec 2012

Food Assistance for vulnerable groups exposed to recurrent shocks

EMOP 10785 (2008)

Food Assistance for Flood affected Population in Haiti

EMOP 10781 (2008-2009)

Food Assistance to Flood Affected Populations in Haiti

EMOP 200107 (2010)

Immediate response to earthquake in Haiti

EMOP 200110 (2010)

Food Assistance to earthquake affected populations in Haiti

SO 10449 (2005-2007)

Latin America and Caribbean Emergency Response Network (LACERN)

SO 10779 (2008-2009)

Air Operation in response to the floods in Haiti

SO 10780 (2008-2010)

Logistics Augmentation and Coordination in Support of the Humanitarian Community in Haiti

SO 200108 (2010)

Logistics and Telecommunications Augmentation and Coordination for relief operations in response to the earthquake in Haiti

SO 200109 (2010)

Provision of Humanitarian Air Services in response to the earthquake in Haiti

Annex 3: Fact Sheet

Timeline, funding level, beneficiaries by activity and food distributed

Operation	Time	2005	2006	2007	2008	2009	2010						
DEV 10217	Sept 03 Dec 07	2003 Req: \$37.0 - Contrib: \$30.9											
PRRO 10382	May 05 Dec 07	Req: \$43.8 - Contrib: \$32.3											
DEV 10386	Jan 08 Dec 09				Req: \$9.2 - Contrib: \$7.1								
PRRO 10674	Jan 08 Dec 09		LEGEND Funding level		Req: \$154.7 Contrib: \$132.5								
PRRO 10844	Jan 10 Dec 11		> 75%				Req: \$147.7 Contrib: \$28.5						
EMOP 10785	Sept 08 Dec 08		Between 50 and 75%		\$0.5 \$0.3		2011						
EMOP 10781	Sept 08 May 09		n/a		Req: \$31.6 Contrib: \$22.3								
EMOP 200107	Jan 10 April 10						\$0.5 0.0						
EMOP 200110	Jan 10 Dec 10						\$475.3 \$373.5						
SO 10449	Sept 05 Dec 07		Req: \$2.9 - Contrib: \$2.0										
SO 10779	Sept 08 Feb 09				\$8.0 \$7.1								
SO 10780	Sept 08 May 10				Req: \$10.8 Contrib: \$8.0								
SO 200108	Jan 10 Dec 10						\$79.9 \$47.7						
SO 200109	Jan 10 Dec 10						\$31.7 \$17.6						
Food Distributed* (MT)		25729	20118	24131	50349	65835	310386***(*)						
Direct Expenses** (USD, millions)		21.5	14.7	21.7	59.5	72.6	n.a.						
% Direct Expenses: Haiti vs. World		0.7%	0.6%	0.8%	1.7%	1.8%	n.a.						
Beneficiaries* (actual, thousands)		M	F	M	F	M	F	M	F	M	F	M	F
		496.7	1044	325.5	718.8	441.1	965	1247	2671.3	1025	2131	2000***	

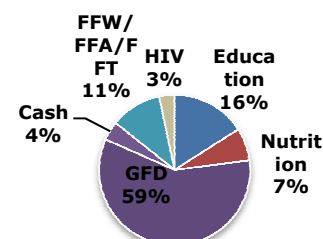
Source: WFP WINGS I and II^A, Standard Project Reports (*), Annual Performance Reports^B (**), Programme of Work 23 July 2010 (***, planned figures), (*) 310386 MT planned to be distributed in 2010 include 46,568 MT that are converted in cash values

Main donors and partners

Source: WFP External Relations Department, Data Collection for WFP Reports (DACOTA)

Activities by type (planned beneficiaries)

	Education	Nutrition	GFD	FFW/FFA/FFT	HIV	CASH
DEV 10217	X	X		X	X	
PRRO 10382		X	X	X	X	
DEV 10386	X			X		
PRRO 10674	X	X	X	X	X	
PRRO 10844	X	X	X	X	X	
EMOP 10785			X			
EMOP 10781	X	X	X	X	X	
EMOP 200107			X			
EMOP 200110			X	X		X



Source: WFP DACOTA^C

Annex 4: Ongoing operations description

Provision of Humanitarian Air Services in Response to the Earthquake in Haiti

About this Operation

- Operations ID: 200109
- Operations Type: [Special Operations \(SOs\)](#)

This Operation has been modified and extended in time until 31 December 2010 as per Budget revision 1 (see below).

This WFP /United Nations Humanitarian Air Services (UNHAS) special operation is established to facilitate the earthquake response through air transportation of humanitarian personnel, food, medicines and other relief items on behalf of the humanitarian community, to the areas rendered inaccessible by surface transport.

Through this operation, WFP will manage six aircraft; four fixed-wing aircraft and two heavy-lift helicopters based either in Haiti or in Dominican Republic. A staging area will be established in Dominican Republic to circumvent congestion in Port-au-Prince airport and to ensure organized flow of supplies according to priorities.

Logistics and Telecommunications Augmentation and Coordination for Relief Operations in Response to the Earthquake in Haiti

About this Operation

- Operations ID: 200108
- Operations Type: [Special Operations \(SOs\)](#)

This Operation has been modified and extended in time until 31 December 2010 as per Budget revision 1 (see below).

On Tuesday, 12 January, an earthquake measuring 7.0 on the Richter scale, with a depth of 10 km, was recorded only 16 km from the capital of Haiti, Port-au-Prince.

The city has been severely affected including damage to critical infrastructure components such as, electricity, water and telecommunication services. Initial reports indicate a large number of casualties and widespread damage to buildings and logistics infrastructure.

Provision of humanitarian assistance is hampered by damage to key infrastructure, such as airport and port as well as road blockages. There is an urgent need to augment the logistics capacity in order to meet the humanitarian needs.

Insecurity and looting is a major concern in the aftermath of this disaster. Immediate needs include search and rescue operations; emergency health; water and sanitation; shelter; food; logistics and telecommunications.

Through this special operation WFP will, in its capacity as Logistics and Emergency Telecommunications Cluster lead, support the relief efforts of the Humanitarian Community and of the Haitian authorities. The special operation provides for:

- Operational support, including temporary inter-agency storage and humanitarian base camps, strategic airlifts and chartering of coastal vessels with own derricks.
- Coordination of and information management for the logistics response.
- Provision of the telecommunications capability required for the humanitarian community to respond to the crisis.

Food Assistance To Earthquake Affected Populations In Haiti

About this Operation

- Operations ID: 200110
- Operations Type: [Emergency Operations \(EMOPs\)](#)

This Operation has been modified as per Budget revision 2 (see below).

A massive earthquake struck Haiti on 12 January, followed by several aftershocks. The epicenter was located about 16 km (10 miles) south-west of the capital Port-au-Prince, which has been decimated by the quake, along Carrefour, Leogane, Delmas and Jacmel. Damage to buildings and infrastructure, including schools, hospitals and houses is considerable. Port-au-Prince is without critical infrastructure such as electricity, water and telecommunications. Although no official figures are yet available, tens of thousands of people are feared dead and many more injured.

The Government of Haiti has appealed for international assistance. Immediate priorities include search and rescue, medical services and supplies, clean water and sanitation, food, emergency shelter, logistics and telecommunications. The International Federation of the Red Cross estimates that the earthquake has affected over 3 million people. Of these, WFP estimates that at least 2 million people will require food assistance.

The United Nations Mission for the Stabilization in Haiti has set up an Emergency Joint Operations Centre at the Port-au-Prince airport to coordinate incoming teams and humanitarian aid. The Humanitarian Coordinator has dispatched a United Nations Disaster and Assessment Coordination team in which WFP is taking part. As part of its global cluster lead responsibilities, WFP is also deploying staff and equipment to support the international humanitarian community in logistics and emergency telecommunications.

Through this emergency operation, WFP, together with international and local partner agencies, will support 2 million vulnerable and food-insecure people in Port-au-Prince, Carrefour, Leogane, Delmas and Jacmel for 6 months, from 15 January to 15 July 2010. The overall objective of this operation is to save lives and protect livelihoods in emergencies in line with WFP Strategic Objective 1 "save lives and protect livelihoods in

emergencies". More specifically, WFP will aim at improving food consumption for the emergency-affected households, protecting their livelihoods and enhancing their self-reliance and early recovery.

WFP will conduct emergency food security assessments in coordination with the Government and partners to refine its targeting and programme choices for this EMOP. This may result in a change in overall beneficiary numbers, taking also into account other agency efforts. WFP will also contribute to the formulation of a reconstruction plan for affected areas.

Immediate Response to Earthquake in Haiti

About this Operation

- Operations ID: 200107
- Operations Type: [Emergency Operations \(EMOPs\)](#)

Haiti was hit by a powerful quake initially measured at 7.3 magnitude which struck 16 kilometers from the capital Port-Au-Prince, and 27 kilometers from Petionville shortly before 5pm on Tuesday, 12 January 2010. This was followed just minutes later with two aftershocks measuring 5.9 and 5.5 magnitude scale.

Currently it is not possible to estimate the number of persons affected. However, it is clear that an immediate response is needed.

This IR-EMOP will set up the initial response including 86 mt biscuits which will be airlifted from Regional stocks stored in San Salvador, El Salvador.

The EMOP further provides for staff to be deployed immediately to Haiti and Dominican Republic. Due to the extensive damages in Port-Au-Prince, WFP will set up a base in Santo Domingo, Dominican Republic to provide initial support.

Food Assistance for Vulnerable Groups Exposed to Recurrent Shocks

About this Operation

- Operations ID: 108440
- Operations Type: [Protracted Relief and Recovery \(PRROs\)](#)

This protracted relief and recovery operation will assist the Government of Haiti in meeting the urgent needs of shock-affected populations and will support sustained recovery by addressing the destructive cycle of vulnerability and food insecurity.

The overall objective is to support the Government's programme for populations affected by natural disasters, economic shocks and civil strife. The operation will address Millennium Development Goals 1, 2 and 3, and focuses on Strategic Objectives 1, 3 and 4 of the WFP Strategic Plan (2008–2011). It will also scale up measures under Strategic Objectives 2 and 5, through enhanced partnerships and capacity development with local institutions and communities.

The PRRO has the following objectives: i) Save lives and reduce acute undernutrition among disaster victims (Strategic Objective 1); ii) Strengthen community capacity to reduce risks and adapt to climate variability (Strategic Objective 2); iii) Increase access to food and restore assets affected by shocks (Strategic Objective 3); iv) Stabilize children's participation in education (Strategic Objective 3); v) Improve the nutrition status of targeted women and children (Strategic Objective 4); and vi) Build consensus among stake-holders on programme design and partnership opportunities, including community initiatives (Strategic Objective 5).

In 2008, civil unrest, high food prices, three hurricanes and one tropical storm depleted household incomes and ravaged infrastructure. Vulnerability continues to be extremely high, and nearly one third of Haitians – 1.9 million people – are food-insecure. The Government of Haiti and the United Nations are committed to boosting employment, improving food security, increasing access to basic social services, and supporting environmental rehabilitation.

The operation is based on the recommendations of a WFP formulation mission in March-April 2009. It will support the Government's Recovery Plan, Poverty Reduction Strategy and Post-Disaster Needs Assessment, and the United Nations Development Assistance Framework.

WFP will develop government capacities to enable a progressive hand-over. Capacity development will focus on disaster preparedness, emergency food security assessment, food security analysis, programme design and community-based planning, coordination of food security interventions, and monitoring and evaluation. Periodic reviews involving the Government and partners will refine the strategy and timeline for handing over or phasing down.

Logistics Augmentation and Coordination in Support of the Humanitarian Community in Haiti

About this Operation

- Operations ID: 10780.0
- Operations Type: [Special Operations \(SOs\)](#)

This Operation has been modified and extended in time until 31st May 2010 as per Budget revision 2 (see below).

Several hundred thousand people need immediate humanitarian assistance in Haiti, which is suffering from severe flooding after being hit by a series of four tropical storms / hurricanes in less than a month.

The humanitarian agencies operating in the affected areas trying to deliver life-saving relief aid are not able to reach the affected population due to the high water level and the destruction of the infrastructure.

There is an urgent need to augment the logistics capacity in order to meet the humanitarian needs.

Through this special operation WFP will, in its capacity as Logistics Cluster lead, and on behalf of the humanitarian community, support the relief efforts of the Haitian authorities.

The special operation provides for:

- the deployment of an all terrain 6x6 truck fleet to transport food and non-food items to the final delivery points;
- temporary inter-agency storage through the deployment of mobile storage units;
- ocean and river transport through the contracting of a landing craft and the deployment of a light weight boat fleet;
- coordination of and information management for the logistics response.

This special operation will have a duration of 16 months at a total estimated cost of US\$ 10,821,418.

Emergency Telecommunications Cluster Roll-out

About this Operation

- Operations ID: 10718.0
- Operations Type: [Special Operations \(SOs\)](#)

This operation has been modified and extended in time until 31 December 2009 as per Budget revision 1. Abstract from Budget revision 1 (see below).

With the objective of dramatically enhancing the wider humanitarian response capacity, the Cluster Approach has become an important element of the United Nations reform package. WFP has assumed co-leadership of the Emergency Telecommunications Cluster (ETC) together with the Office for the Coordination of Humanitarian Affairs (OCHA) and the United Nations Children's Fund (UNICEF). In its capacity of provider of last resort for security telecommunications, WFP information and communications technology (ICT) division has proactively launched the "Emergency Telecommunications Cluster Roll Out Project" with the aim of identifying the gaps in Inter-Agency telecommunications in 32 countries. The overall project objective was to assist the wider humanitarian community in 2 improving field co-ordination, upgrading emergency telecommunications facilities when necessary, as well as enhancing staff security.

The special operation (SO) was launched on 1 January 2008 with a duration of 18 months (ending on 30 June 2009) and a budget amounting to US\$9.1 million. The original plan was to conduct assessments in 32 countries included under the Emergency Telecommunications Cluster Roll Out project. Following the completion of these assessments, WFP was anticipating to implement emergency telecommunications upgrades in 16 countries. Typically the project implementation includes the installation of a Very/Ultra High Frequency (VHF/UHF) repeater network, a High Frequency (HF) radio network, establishment of a 24/7 radio-room (communications centre) to monitor the security telecommunications networks. In addition to hardware installations, training for the users and radio-operators is conducted throughout the implementation period.

Out of the 32 countries initially envisaged under this special operation, assessments have been completed in 27 countries. 5 countries were excluded either because of restricted access due to insecurity, or as a result of closure of offices and reprioritization.

Following the completion of the assessment phase, fewer countries than initially anticipated actually required a project implementation (12 countries instead of 16 originally planned). These include Afghanistan, Central African Republic, Colombia, Guinea, East Timor, Haiti, Indonesia, Ivory Coast, Myanmar, Niger, Somalia and Zimbabwe.

Out of these 12 countries, the project implementation in Haiti, Guinea and Somalia was funded through other SOs. This brought down the total number of countries requiring a project implementation under SO 10718.0 to 9. Additionally, the Myanmar project implementation was only partially funded through SO 10718.0 as it was launched as a part of the Logistics SO in response to the Nargis Hurricane emergency.

Reduction of Vulnerability through the Implementation of Environmental Friendly Labour Intensive Activities at the Community Level

About this Operation

- Operations ID: 10386.0
- Operations Type: [Development Operations \(DEVs\)](#)

Alors que le rapport mondial sur l'indice de développement humain du Programme des Nations Unies pour le Développement classait en 2002 Haïti au 146e rang, le rapport de 2006 classe Haïti au 154e rang sur 177 pays.

Le produit intérieur brut per capita est estimé à 420 dollars et les familles haïtiennes allouent 55 pour cent de leur budget à l'alimentation, selon la Coordination Nationale de la Sécurité Alimentaire. La pauvreté touche une grande partie de la population : 54 pour cent des ménages vivaient en dessous du seuil de pauvreté extrême, avec moins d'un dollar par jour, et 78 pourcent sous le seuil de pauvreté, avec moins de 2 dollars.

La production agricole nationale ne couvre que 41 pourcent des besoins, le reste étant couvert par les importations, en constante augmentation. Des problèmes de disponibilité et d'accessibilité font que l'insécurité alimentaire touche environ 40 pourcent des ménages. Parallèlement, certains indicateurs nutritionnels se sont dégradés entre les deux dernières enquêtes de mortalité, morbidité et accès aux services.

L'insécurité et la violence soutenues dans les zones marginalisées et défavorisées des villes haïtiennes accroissent encore la pression sur les populations vulnérables. Ces zones urbaines sont également les premières à subir les conséquences des désastres naturels.

En réponse à ce constat de pauvreté croissante et de fragilisation des mécanismes de survie, ce projet de développement propose de contribuer à l'amélioration de la sécurité alimentaire des familles vulnérables à travers un programme de vivres-contre-travail, grâce à des activités à haute intensité de main-d'oeuvre, visant à assurer un environnement durable par la création d'actifs, l'amélioration de certaines infrastructures, ainsi que la préparation aux désastres naturels.

Le projet viendra en aide à environ 260 000 bénéficiaires et permettra la création de plus de 3 millions de journées de travail sur les deux années du projet. Les départements prioritaires de ce projet développement sont le Nord, Nord-Est et Nord-Ouest.

Le projet sera à l'échelle nationale pour la composante préparation aux urgences, quand par ailleurs, les projets vivres-contre-travail urbains ou périurbains se concentreront dans les départements de l'Ouest (Port-au-Prince), de l'Artibonite (Gonaïves) et du Nord (le Cap-Haïtien), couvrant ainsi les trois principales villes du pays.

Dans son aspect gestion des risques et désastres, ce projet de développement viendra en complément D des interventions d'urgence menées par le PAM et les autres partenaires par l'amélioration de la sécurité alimentaire des ménages les plus vulnérables. Cette complémentarité permettra de mieux gérer la transition entre périodes d'urgence, de réhabilitation et de développement.

Par ses objectifs, ce projet de développement répond au deuxième objectif stratégique du PAM de protection des moyens de subsistance dans les situations de crise et de renforcement à la résistance aux chocs, et aux objectifs du millénaire pour le développement 1, réduire l'extrême pauvreté et la faim, et 7, assurer un environnement durable.

En outre, par sa mise en oeuvre étroitement liée aux partenariats avec le Ministère de l'agriculture, des ressources naturelles et du développement rural (MARNDR) et ses services techniques décentralisés, le projet répondra également au cinquième objectif stratégique du PAM de renforcement des capacités, d'élaboration et de gestion des programmes d'aide alimentaire et de lutte contre la faim.

Ce projet vient appuyer les efforts déployés par les communautés ciblées et les services techniques du MARNDR afin de mieux gérer leurs ressources dans une perspective de durabilité et afin de promouvoir une dynamique qui permettra de poursuivre les actions au-delà de l'intervention.

Le renforcement des capacités nationales permettra de mieux gérer la transition entre urgence, réhabilitation et la stratégie de fin d'intervention et de sortie, avec la possibilité d'une reprise par les communautés ou certains services décentralisés du MARNDR. Toutefois, le déficit alimentaire existant, les taux de malnutrition chronique des groupes vulnérables, ainsi que les faibles moyens et capacités dont dispose le gouvernement, obligeront pendant un certain temps la poursuite de ces interventions du PAM dans le pays.

Annex 5: Preliminary Stakeholder Analysis

Key stakeholder groups	Interest in the subject of the evaluation	Interest in the evaluation	Implication for the evaluation
WFP Haiti CO staff Management, Programme, Logistics, VAM, Human resources WFP-lead UN Clusters Logistics Emergency Telecom Food	<ul style="list-style-type: none"> Main managers and coordinators of WFP operations and resources in Haiti 	<ul style="list-style-type: none"> Evaluation findings may have an impact on the design of future programmes in Haiti Evaluation will provide an assessment of WFP Haiti portfolio of operations Involved in management response to the evaluation 	<ul style="list-style-type: none"> Main interlocutor for the evaluation Evaluation will work in direct coordination with Haiti CO, including logistic field support Main source of data
WFP RB	<ul style="list-style-type: none"> Country within their region of responsibility Coordination role in WFP response to earthquake Largest portfolio in Latin America 	<ul style="list-style-type: none"> Evaluation findings may have an impact on the design of future programmes in Haiti Evaluation may provide information on WFP OMP success in providing assistance to WFP Haiti CO, as part of their mandate Evaluation finding may guide future intervention in the region Involved in management response to the evaluation 	<ul style="list-style-type: none"> Source of information on support provided to Haiti CO (cross-check) Will be consulted through teleconference
WFP HQ staff Nutrition, Logistics, VAM, etc.	<ul style="list-style-type: none"> Coordination role in WFP response to earthquake No specific role in the other operations 	<ul style="list-style-type: none"> Evaluation findings may provide relevant information to technical units (lessons) May be involved in management response to the evaluation 	<ul style="list-style-type: none"> Keep informed Will be consulted through briefing meetings in HQ
Haiti National Authority: <ul style="list-style-type: none"> Ministry of Planning and Cooperation Secretary of State for Agriculture National Food Security Coordination MoH MoE 	<ul style="list-style-type: none"> Involved as recipient of international assistance Cooperating partners in Programme implementation at national level Ensures programme alignment and integration with national policies and plans 	<ul style="list-style-type: none"> Evaluation findings may have an impact on the design of future operations in Haiti Evaluation will look at partnership issues and may provide guidance to WFP and partners on future collaboration Evaluation may provide insight to authorities about the development of a capacity development strategy and its implementation 	<ul style="list-style-type: none"> Important informant for this evaluation Will be consulted through formal meetings at national level
NGO partners <ul style="list-style-type: none"> International National 	<ul style="list-style-type: none"> Cooperating partners in implementation of programme s modalities Cooperating partners in vulnerability analysis 	<ul style="list-style-type: none"> Evaluation findings may have an impact on the design of future operations in Haiti Evaluation will look at partnership and coordination issues and may provide guidance to WFP and partners on future collaboration 	<ul style="list-style-type: none"> Important informant for this evaluation A selection will be consulted
UN partners	<ul style="list-style-type: none"> Involved in the implementation strategy of the portfolio Cooperating partners 	<ul style="list-style-type: none"> Evaluation findings may have an impact on the design of future operations in Haiti, including partnerships with UN agencies Evaluation will look at partnership issues and may provide guidance to WFP and partners on future collaboration 	<ul style="list-style-type: none"> Important informant for this evaluation A selection will be consulted
MINUSTHA / US Military	<ul style="list-style-type: none"> Involved in the implementation of WFP response requiring security support 	<ul style="list-style-type: none"> Evaluation findings may have an impact on the design of future operations in Haiti, including civil / military coordination 	<ul style="list-style-type: none"> Important informant for this evaluation A selection will be consulted
Donors Main: USA, Canada	<ul style="list-style-type: none"> Contributors to the portfolio 	<ul style="list-style-type: none"> Evaluation results may affect donors' willingness vis-à-vis funding of WFP programmes in Haiti 	<ul style="list-style-type: none"> Source of information on on issues like relevance, including appropriateness Will be consulted through formal meetings at national level
Communities	<ul style="list-style-type: none"> Direct interest in the portfolio as main beneficiaries 	<ul style="list-style-type: none"> Findings may influence future design of operation, including improved services to beneficiaries 	<ul style="list-style-type: none"> Key informants on issues like relevance and effectiveness
WFP Executive Board	<ul style="list-style-type: none"> No specific role in this operation 	<ul style="list-style-type: none"> Interest in the evaluation as part of global strategy for learning and accountability (annual report) 	<ul style="list-style-type: none"> Keep informed